

Delivering sustainable QIPP

Building a pathway to success

NHS Trusts are under increasing pressure to cut costs and improve quality through transformational change.

The government is making it clear that cost savings alone are not enough - Trusts must fundamentally reshape their working practices to improve productivity.

However well you understand the drivers, the pressure of meeting patient care needs day to day and, for many a lack of experience in delivering complex change programmes, can make it seem like an impossible challenge.

How can you build your pathway to success?

Organisations that succeed in driving transformational change do so by adopting a whole system approach, delivered through a coherent programme, with a portfolio of interrelated projects.

Through approaching the whole system, it is possible to transform services, with a relentless focus to remove activities across the organisation, which add no value to the patient journey and experience.

By breaking the transformation down into a series of projects, it is possible to focus resources into a contained area more easily and quickly demonstrate releasable savings whilst improving quality and also generating a momentum for change within the organisation.

This is not an easy balance to strike, but an important one to make. At the heart of a whole system approach is the belief "the whole is greater than the sum of the parts".

A team of experienced consultants who are skilled in knowledge transfer can be invaluable during this crucial phase, as they will help you navigate the pitfalls and help you develop the change management skills you need to deliver a successful transformation programme.

Common pitfalls

Despite huge investments in time and money, many transformation programmes are not successful.

The key reasons for this include:

- Vision not shared across organisation
- Poor leadership to mobilise and drive the change
- Solution does not fit the problem
- Lack of engagement with front line delivery teams
- Insufficient capacity or capability within organisation to deliver complex change programme
- Poor management of benefits
- Transformation treated as an add on to 'day job' activities
- Unrealistic timescales and resource planning

The principles behind whole systems transformation and Quality, Innovation, Productivity and Prevention (QIPP) are neither new nor complex, however the ability to translate them into practice and deliver sustained improvement across the health service certainly are.

Our approach to whole system transformation is structured but practical and is focused on addressing the 'simply complex'.



How RSM Tenon can help

RSM Tenon's transformation team has extensive experience of delivering transformational change projects in the NHS, including while working as departmental heads of NHS organisations. We understand the pressures you are under, internally and externally, and can support you and your team to develop the skills you need to succeed.

Our staff are well versed in an array of tried and tested improvement methodologies such as Lean and Six Sigma and are highly experienced in working with Trust Boards and senior / middle management teams.

Building your pathway to success

We will work with you to:

1. **Develop an achievable transformation programme which takes into account the needs of your stakeholders**
2. **Establish robust governance and management capacity to hold everything together, through a Programme Management Office (PMO)**
3. **Understand your skills and development needs to create a knowledge transfer plan, in order to create in-house capability**
4. **Support the leadership executive team through the change**
5. **Deliver transformation projects through to benefits realisation**

At the end of our engagement, you will have the skills and experience to continue to deliver your transformation programme. However, should you wish us to support you further, we will of course be happy to do so.

If this sounds like the type of support your organisation is seeking, please get in touch for a further discussion around how our specialist team can help.

For more information about how RSM Tenon can help you achieve your QIPP objectives, please contact:

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